Headquarters U.S. Air Force

Integrity - Service - Excellence

Acquisition Workforce Strategic Planning

Proposed Strategy and Assumptions

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SAF/AQXD
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- **OSD Tasking: Submit our future acquisition workforce requirements to OSD(AET&CD) by 1 Jul 01 to effect the FY03 APOM**

- **Six characteristics must be reported**
  1. **Occupation**
  2. **Experience**
  3. **Grade**
  4. **Academic Degree**
  5. **Academic Discipline**
  6. **Civilian/Military/Contractor Support Mix**

- **Targeting 2008**
- **Use Sep 00 data to define existing inventory for a gap analysis with future needs**
- **Institutionalize human resources performance planning and integrate into an overall annual strategic planning process for the acquisition workforce**

Team to Conduct Study

MAJCOMs

Acquisition Functionals

SAF/AQX
AF/DP
AF/XPM
AF/RE

ACC

AETC

AFSPC

AFMC

AMC

SAF/AQR

SAF/AQC

SAF/FM

AF/SC

AF/IL

AF/TE

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- **Three major steps to accomplish this effort**
  - **Define and quantify the future workforce in terms of**
    - **Roles (capture in a CONOPS)**
    - **Critical or fundamental tasks**
    - **Characteristics**
  - **Determine the same characteristics for the current acquisition workforce**
  - **Compare tomorrow's need with today's inventory to identify any gaps**
    - **Identify impediments to meeting our future needs and develop plans of action to remove**
    - **Report findings**
- **Make refinements by repeating the process annually**

As of:

- **Government Performance Review (GPR) reductions completed in FY01**
- **Acquisition workforce transitions to managing suppliers vs. managing supplies**

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- **Consider career fields broader than just DAWIA**
- **Total Force to include military, civilian, support contractor, Reserve, and Guard**
- **Determine Force need before determining mix**
- **Key leadership positions left neutral (can be either military or civilian)**
- **A-76 studies have stabilized**
- **Include Developing Aerospace Leaders (DAL) guidance for military accessions**
- **Use AF Modernization Plan for outyears**
- **Access to source data**

AF Assumptions (continued)

- **Environment**
  - **Increased competition for skilled workforce**
    - **External and internal**
  - **This is not a cut drill, however the workforce size may change**
  - **50/50 rule remains -- no more than 50% of the depot work can be outsourced**
  - **Personnel policy issues can be resolved**
  - **Resources to support results can be resolved**
  - **AF culture must change to compete for talent**
  - **Acq Reform changes have been fully implemented**

I n t e g r i t y - S e r v i c e - E x c e l l e n c e

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- **Nature of Work**
  - **Operator skills will change**
    - **Less reliance on manned systems**
  - **Information technology will be integrated into every job**
  - **Organizational culture change is required to achieve efficiency**
  - **Acquisition functions described in DoD 5000.52M will continue**

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- **Workforce Characteristics**
  - **Workforce will need to be more literate in technology**
  - **We will have learned to operate in the Information Age**
    - **Accept risk of error to increase speed**
    - **Flexible work**
  - **We can challenge current definitions and culture**

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- **Acquisition Mission**
  - **Use AF Vision Force to define technology and mission thrust areas**
    - **Emphasis on space, UAVs and weapons will increase**
    - **Emphasis on manned air vehicles will decrease**
    - **C4I will continue to increase in scope**
    - **There will be divestiture of some legacy systems**
    - **There will be fewer major, but more complex, systems**
    - **There will be more minor, but more complex, systems**
    - **Sustainment will continue to be a major requirement**

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As of:

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- **Questions for Leadership**
  - **What is our target for management overhead ratio?**
  - **What is our target for tooth to tail ratio?**
  - **Will the definition of what is inherently governmental change?**
  - **Will spiral development increase or decrease?**
    - **To what type of systems will it apply?**
  - **To what extent is Developmental Test inherently governmental?**
    - **Do we need to bound TSPR?**
  - **Will SPOs provide oversight or insight to contractors?**

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- **Based on assumptions stated**
  - **HAF Acquisition Functional Managers Lead Focus Groups**
    - **Comprised of Subject Matter Experts with major stakeholders participating**
    - **Define role of acquisition functional area as it relates to the AF mission**
    - **Define any functional specific assumptions about the future**
  - **Validation by Program Management Focus Group**

Implementation

- **Based on assumptions and results of focus groups**
  - **MAJCOMs assess for impacts to their respective business areas**
    - **Determine specifically how their business will change-- critical or fundamental tasks to be accomplished**
    - **Examine where they are today with their workforce**
    - **Evaluate how their current workforce will need to change**
    - **Provide characteristics needed for their workforce in 2008**

  - **Implementers must view this as a fresh start**

Milestones & Timeline

Milestones	Champions	Due Date
Charter Team	AQXD	20 Feb 01 ✔

- **Identify Stakeholders**
- **Brainstorm Assumptions**
- **Define Data Requirements**

Brief Approach to APDC   AQ   27 Feb 01

- **Receive Concurrence or**
   Corrections to Assumptions
- **Receive Approval of Approach**

Current Requirements Identified   AQXD & AF/DP   8 Mar 01

- **Result of Functional Focus Groups**
- **Future Work CONOPS**

Milestones & Timeline

Milestones	Champions	Due Date
Future Requirements Identified	AQXD	30 Apr 01
Consolidate Input/Gaps Identified	AQXD & AF/DP	15 May 01
Decision Brief	AQ	1 Jun 01
Coordinate Reports & Plans	AQ	15 Jun 01

- Workforce
- Legislation
- Personnel/Planning
- Support Contractor Resource Program
- Manpower Plan/Adjustments

SUBMIT REPORT TO OSD	AQ	1 Jul 01
Continue Planning for Next Iteration	AQXD	1 Jul 02

As of:

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